

Managing-Leading **ORGANIZATION** **CULTURE**

Dr. Stephen Hobbs



Co-Creating Tomorrow's Workplace Today

WELLthMovement.com

9+1
series

Managing-Leading Organization Culture
Co-Creating Tomorrow's Workplace Today

By Dr. Stephen Hobbs

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Introduction

This e-book is about YOU, for YOU and eventually realized by YOU.

The word *YOU* is an awesome word in the English language. It refers to you as a singular person and you as a group of people.

Therefore...in reading this e-book:

1. You are a person implementing your LEARN | DECIDE | ACT requirements.
2. You are a manager-leader involved with the group of people.
3. You are a group of people who are learning together.

Always and in all ways-YOU are involved!

It's YOU who decides to:

Before moving on, whatever actions you take after reading this book indicate those ideas you determine are most important to you. Therefore, choose your thoughts wisely, act in service to others, critically reflect in and on your actions, document your learning, and celebrate.

Enjoy the read!

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## **Managing-Leading the Well-Living Workplace™**

The well-living workplace is a place of work where people work well together. For people to work well together, everyone has to be mindful of how and why managing-leading is important. For some, they must be overtly practical and disciplined in how and why they manage-lead.

In support of managing-leading the well-living workplace, I've written a series of e-books to breathe life into the concept and its practices based on truth, trust, and transparency.

These e-books serve as guides to establish and sustain the concepts and methods for individual well-being, and when combined, improve the well-living of all staff, no matter their level, and the clients they serve.

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9+1 Characteristics of the Well-Living Workplace

Whenever people gather to organize work, it's important to do so through the well-living workplace concepts and practices.

The 9+1 characteristics of the well-living workplace found below were framed during two years of work in Eastern Africa in the late 80s. The characteristics were shared throughout the 90s while working on wellness in the workplace programs for businesses, government departments, and non-profit workplaces. In 2004, they were further refined and included in the book, *Creating the Well-Living Workplace*.

They still apply today!

Possibly, they are more relevant today—and for the next twenty plus years.

The characteristics that follow were modified from the 2010 version of the book. Instead of focusing on the role of manager leader, the 10 insights guide everyone's actions in the workplace.

Whatever the position, there is a measure of managing leading involved, the degree of which is described and explained in a job profile. For example, the front receptionist leads people to the workplace by giving directions. The CEO manages the use of the phone system to respond to queries.

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## **9+1 Key Characteristics of the Well-Living Workplace**

The well-living workplace involves the creation of a workplace community where everyone practices the following 9+1 key characteristics:

- 1. Lead from the vision.** With an expressed and inspiring vision, people guide others along the path as everyone works from the vision.
  - 2. Listening-based leadership.** People inspire and motivate others in their work; they are listening how to best advance and sustain engagement.
  - 3. Network-based management.** When all people know they manage lead at one time or another, they will realize they work in a network that has no center.
  - 4. People bring their uniqueness to their jobs.** As people bring who they are to work, there is a shared agreement to create safe and original interactions.
  - 5. Balance among people, producing and profit.** People are the mainstay of the workplace; through their performance, they collectively produce the required outcome.
  - 6. Ethical and supportive behavior.** As people go about doing their great work, they do so through practiced workplace values and to support each other.
  - 7. Movement of lifelong learning.** This is where formal, informal and incidental lifelong learning is encouraged to the benefit of each person personally and collectively.
  - 8. Contribution to society.** As the workplace draws its resources from the wider community, the workplace gives back in some form.
  - 9. Balance among risk, fun, and creativity.** People work through freedom and flexibility to find the best path to complete their tasks and assignments.
- +1. People work in service to others.** In fulfilling one's work, consider how one serves others, both internally and externally, in the workplace.

If you were to add characteristics, what would they be?

I suggest you pause here and reread the characteristics again so you can be sure the characteristics have a meaning for you.

Edit the statements. By editing, you add, alter and delete the statement(s) so the statement(s) has/have the richest and deepest meaning for you.

Paraphrasing Nelson Mandela, ex-prime minister of South Africa: When you use your words in conversation, you connect with the heads of others.

When you use their words in conversation, you connect with the hearts of others.

Therefore, make the words of this e-book yours in whatever way makes sense to you to encourage engagement, retention, performance improvement and personal development.

Let's continue and bridge the characteristics listed above with the contributions you'll make in *Managing-Leading your Well-Living Workplace*.

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As You Manage-Lead

When you manage lead, you hold the systems together and encourage the heads, hearts, and hands of those involved. Therefore, it's particularly important you have more managing-leading tips, tools, and techniques available for the situations you will encounter.

As a jumping off point, you are encouraged to work fromward and forward. That is:

* To lead "fromward" is to lead from the imagined/ideal future, as expressed in the mission, vision, values, and result.

If your department is working on a new project with tight timelines, then the result is the project completed before the stated time and above project standards.

Fromward: Educating *from* the future you've imagined about manifestation.

You are working "fromward" with an intention (working from the ideal state.)

* To manage "forward" is to manage for participation among people as they interact with the workplace systems.

As the manager of a new project, you help the group get the work done according to the project standards.

Forward: Navigating systems in which people work through being their best for the workplace regarding their LEARN | DECIDE | ACT about materialization.

You are working "forward" with attention (working the current state forward.)

When you take these two actions, leading "fromward" with intention and managing forward with attention, you have the possibility to create the well-living workplace. In such a workplace,

people experience living their great lives while co-creating the well-living world via productive contributions.

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## **Meaning of 9+1**

The use of the 9+1 designation is meaningful to the e-book series, as evident in the 9+1 list mentioned above and what follows as the core subject matter in this e-book. As a result, it's important to give meaning to this designation.

9+1 is a naming convention used to theme conceptual and practical insights drawn from years of experience in creating well-living workplaces.

Of the ten listed insights, the +1 idea suggests more noticeable impact. However, the final decision regarding your +1 idea is yours. Maybe the suggested +1 is not your idea. Maybe one of the other nine insights is your +1 idea, or you write your +1 statement.

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Moving into this E-book with Awareness about Organization Culture

Every organization has an organization culture.

Every organization is in transition because of change.

Every organization requires the managing and leading of the organization of work.

As an outcome, organization culture is influenced by the organization of work whether from the inside out (delivery and value of products, services, and experiences offered) and the outside in (sales made and profit from products, services, and experiences consumed).

Therefore, a culture-based transition is an inescapable truth among executives, managers and leaders, staff and the people they involve in delivery: volunteers, vendors, contractors, and those they serve: clients, customers, consumers, a board of directors, regulatory bodies, government, and competitors.

Side note: Organization culture is called organizational culture, business culture, and workplace culture. And, charitable, non-profit, governmental, academic culture.

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## **Meaning Given to Organization Culture**

The term commonly used to highlight definitions and presentations about organization and culture is organizational culture. With the addition of “al” to organization, this word choice suggests the organization owns culture.

However, no one owns organizational culture.

Therefore, the term used in this book is organization culture—where “organization” refers to “the act of organizing” that influences culture just as “culture” refers to “the background conversations” that influence the act of organizing.

In addition, there is no center to organization culture.

There are multiple cultures in an organization. And the addition of the subcultures can suggest an understanding of an overall organization culture depending on the measurement instrument.

Organization culture is about the journey and destinations, about the movie and the movie trailer.

Organization culture is about valuing the interactions (foreground conversations) experienced along the lines and boxes of the organizational chart. More so, it’s about valuing the interactions (background conversations) within the white space of the organizational chart.

## **Importance of Organization Culture**

For organizations of all sizes and types, culture is important. Here is a list of five reasons in no particular order.

1. It provides meaning—that is, it provides a sense of significance to what is happening (or not) in the organization of work.
2. It contributes to identity—that is, it provides clues for describing who is the organization (or not) to others.
3. It establishes coherence and order—that is, it provides a collective framework for getting things done (or not).
4. It shapes and guides behaviour—that is, it provides a personal interpretation of how to be “for” (rather than “in”) the organization of work (or not).

5. It influences organizational success—that is, it provides an outline of what it means to succeed (or not).

## Creating Your Definition of Organization Culture

Before sharing our definition of organization culture, we ask you to use the keywords in the following Wordle to write your definition of organization culture. Of course, add others of your choosing. The Wordle is a starting point!

If you would enjoy feed-forward on your definition, email us at [stephen@wellthmovement.com](mailto:stephen@wellthmovement.com). Give us 48 hours, and we'll share our thoughts with you :)smiles.

### The Wordle



## Our Definition

Organization culture is about human interactions and the co-creation of artifacts resulting from those interactions. Of particular importance in understanding what organization culture is are the words used to explain, describe and in some cases, prescribe what the human interactions are about.

From this perspective, we use the TRIPIS technique to guide understanding of managing-leading organization culture.

For further information about TRIPIS, visit: [wellthmovement.com](http://wellthmovement.com).

## **Organization Culture in the Workplace**

Consider, to some degree, every person in your organization manages-leads organization culture.

The following 9+1 Insights about managing-leading organization culture word as though you are improving, focusing, and strengthening your organization culture efforts and systems.

Therefore, in reading the insights:

1. As a manager leader, determine how best to help your staff to help you establish and sustain an organization culture using the actions suggested herein.

And yet, if you are someone who:

2. Knows and practices managing leading with limited insight into organization culture, continue to read how best to help your staff according to the actions below.

Or if you are someone who:

3. Is managed lead by another and seeks to improve the organization culture, continue to read to learn ways to help your manager leader use these actions in support of an organization culture that supports the organization of great work.

## **Moving Forward with 9+1 Insights about Managing-Leading Organization Culture**

These 10 insights further expand on the 9+1 Characteristics of the Well-Living Workplace outlined above.

- The 9+1 insights focus on managing-leading organization culture on a day-to-day basis.
- Each insight begins with an action verb followed by two or three additional action verbs.
- These three actions highlight the movement you can take to manage-lead organization culture.
- There is an additional short summary to add more meaning to the insight.
- Also, there are three questions to LEARN | DECIDE | ACTION each insight.

## **9+1 Insights about Managing and Leading Organization Culture**

- 1. Share the story of the imagined future ... so those involved know the “big why” they are working from.** Convey the story in ways that allow each person to see, hear, touch—make the story real somehow. Consult with them to frame the directives within the story, from which you can write steps they helped formulate. Identify the measures and bottlenecks to write a plan in their words.
- 2. Bring together vision keepers; they sustain the journey as decision makers/guides.** Manage meetings, so everyone has access to the answers to their questions, whether for themselves or for others they serve. Select people whose commitment to the journey serves as social proof of the direction, arrangement, and connections to the organization. Entertain a variety of vision keepers to keep diversity at the forefront of decision-making.
- 3. Create a sense of seriousness, urgency, and growth—now, rather than later.** Encourage people to match what they say with what they do, with you as a role model. Clarify where your feet are pointed. Schedule the work with genuine reassurances that where people are walking makes sense.
- 4. Communicate clear, simple messages continually, through multiple channels.** Coordinate access to the marketing, financial, technology and management maps. Pull back the curtain on why and how things will happen. Review what is and is not working. Resolve the problems and expand the appreciation!
- 5. Enable persons to shift their perceived hindering forces, by guiding them through mutual support.** Target mindset, connection, and arrangement delivery on the imagined future. Evaluate the reduction of concepts and practices, systems and processes that hinder people from doing great work and being the best for the organization. Work for collaborative consensus, except when command and control are the best approaches for the timeframe required.
- 6. Celebrate achievements by person and accomplishments by people, to keep people engaged in work that realizes the organization requirements and requests.** Reward and recognize individual achievements and group accomplishments. Remain diligent in supporting people in their engagement. Involve them in the ways and means to acknowledge, align, and encourage their active involvement in business rather than busy-ness.
- 7. Maintain momentum, while improving, focusing, and strengthening a shorter program/project cycle.** Participate in greater challenges yet emphasize rest to manage burnout. Facilitate authority for decision-making at points in the system to keep things moving forward without a loss of resource allocation (time, effort and money) and without

contravening safe practices. Ask about what you do today: "Does it add value? Can I improve it? What do I focus on? What can I strengthen for tomorrow?"

**8. Provide a graceful exit, for those who do not care to journey with you.** Furnish these people with ways to find success elsewhere. Recognize them for their contributions and offer gratitude for their interest and contributions. Strengthen hospitality for those who have not arrived yet.

**9. Prepare for the next shift, through creation rather than reaction.** See it before it happens. Develop a prevention mindset and preparation approach necessary to act proactively. Remember: Shift happens! The more you are ready, able, and willing to deal with shift, the more likely you are to reach the stated and agreed upon steps and objectives.

**+1 Breathe. Breathe deeply. Breathe every five seconds.** Breathe through every interaction with confidence; all will work out to the benefit of all. Holding your breath, hoping all will turn out okay, indicates your non-commitment to success. Critique perspectives of your work history. Interpret new perspectives for your new work while embracing the mystery of progression over perfection.

## **Insight #1: Share the *story* of the imagined future—so those involved know the “big why” they are working from.**

Convey the story in ways that allow each person to see, hear, touch—make the story real somehow.

Consult with each individual to frame the directives within the story, from which you can write steps they helped formulate.

Identify the measures and bottlenecks to write a plan in their words.

Manage Lead. Are you competent to:

... Think beyond borders of your immediate influence?

... Cope with more than being local?

... Link the transition story through the creative process (innovation and creativity)?

**Action:** Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about enrolling people in doing their work through commitments?

B. What do you need to continue, stop and start doing to enroll people in doing their work through commitments?

Continue

Stop

Start

C. For the statement, “Share the *story* of the imagined future,” to be true in managing-leading organization culture, what needs to be true in your workplace today?

**Insight #2: Bring together vision keepers; they sustain the journey as decision makers/guides.**

Manage meetings so everyone has access to the answers to their questions, whether for themselves or for others they serve.

Select people whose commitment to the journey serves as social proof of the direction, arrangement, and connections of the organization.

Entertain a variety of vision keepers to keep diversity at the forefront of decision-making.

Manage Lead. Are you competent to:

- ... Work within a wide variety of collaborative arrangements?
- ... Show others how to manage lead?
- ... Reinvent learning and action through intercultural diversity?

**Action:** Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

- A. What are YOUR immediate thoughts/feelings about bringing together vision keepers?
- B. What do you need to continue, stop and start doing to bring together vision keepers?

Continue

Stop

Start

- C. “Bring together vision.” For this statement to be true in managing-leading organization culture, what needs to be true in your workplace today?

### **Insight #3: Create a sense of seriousness, urgency, and growth—now, rather than later.**

Encourage people to match what they say with what they do, with you as a role model.  
Clarify where your feet are pointed.

Schedule the work with genuine reassurances where people are walking makes sense.

Manage Lead. Are you competent to:

... Deal with ambiguities and uncertainties?

... Reconcile apparent paradoxes?

... Respond to the rate of knowledge generation through the build, borrow and buy strategies?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about creating a sense of seriousness, urgency and growth?

B. What do you need to continue, stop and start doing to create a sense of seriousness, urgency and growth?

Continue

Stop

Start

C. “Create a sense of seriousness, urgency and growth.” For this statement to be true in managing-leading organization culture, what needs to be true in your workplace today?

#### **Insight #4: Communicate clear, simple messages continually—through multiple channels.**

Coordinate access to the marketing, financial, technology and management maps.

Pull back the curtain on why and how things will happen.

Review what is and is not working.

Resolve the problems and expand the appreciations!

Manage Lead. Are you competent to:

... Share short, organic process messages?

... Demonstrate technological savvy for communication?

... Inspire the direction you ask others to work from?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about communicating clear, simple messages continually?

B. What do you need to continue, stop and start doing to communicate clear, simple messages continually?

Continue

Stop

Start

C. For this statement, “Communicate clear, simple messages continually,” to be true in managing-leading organization culture, what needs to be true in your workplace today?

## **Insight #5: Enable persons to shift their perceived hindering forces—by guiding them through mutual support.**

Target mindset, connection, and arrangement delivery on the imagined future.

Evaluate the reduction of concepts and practices, systems and processes that hinder people from doing great work and being the best for the organization.

Work for collaborative consensus, except when command and control are the best approaches for the timeframe required.

Manage Lead. Are you competent to:

... Create interpersonal competence among those you serve and those who contribute to success?

... Start with full confidence in the potential of those involved?

... Develop a repository of wise practices and inspired standards?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then make it so.

A. What are YOUR immediate thoughts/feelings about enabling persons to shift their perceived restraining forces?

B. What do you need to continue, stop and start doing to educate to enable persons to shift their perceived restraining forces?

Continue

Stop

Start

C. For this statement, “Enable persons to shift their perceived restraining forces,” to be true in managing-leading organization culture, what needs to be true in your workplace today?

**Insight #6: Celebrate achievements by person and accomplishments by people—to keep people engaged in work that realizes the organization requirements and requests.**

Reward and recognize individual achievements and group accomplishments.

Remain diligent in supporting people in their engagement.

Involve them in the ways and means to acknowledge, align, and encourage their active involvement in business rather than busy-ness.

Manage Lead. Are you competent to:

... Account for your performance?

... Oblige others to take responsibility for what they've decided?

... Assess the evolving network of people that influence you and your influence?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about celebrating achievements by person and accomplishments by people?

B. What do you need to continue, stop and start doing to celebrate achievements by person and accomplishments by people?

Continue

Stop

Start

C. For this statement, "Celebrate achievements by person and accomplishments by people," to be true in managing-leading organization culture, what needs to be true in your workplace today?

## **Insight #7: Maintain momentum, while improving, focusing, and strengthening a shorter program/project cycle.**

Participate in greater challenges yet emphasize rest to manage burnout.  
Facilitate authority for decision-making at points in the system to keep things moving forward without loss of resource allocation (time, effort and money) and without contravening safe practices Ask of what you do today: “Does it add value? Can I improve it? What do I focus on? What can I strengthen for tomorrow?”

Manage Lead. Are you competent to:

... Focus on what matters most to the staff client experience?

... Model values that nurture?

... Encourage people to reflect on ethical values (trust, respect, accountability, carrying, fairness, and community) with a measure of hospitality?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about maintaining momentum?

B. What do you need to continue, stop and start doing to maintain momentum?

Continue

Stop

Start

C. For this statement, “Maintain momentum, while improving, focusing, and strengthening a shorter program/project cycle” to be true in managing-leading organization culture, what needs to be true in your workplace today?

## **Insight #8: Provide a graceful exit for those who do not care to journey with you.**

Furnish them with ways to find success elsewhere.

Recognize them for their contributions and offer gratitude for their interest and contributions.

Strengthen hospitality for those who have not arrived yet.

Manage Lead. Are you competent to:

... Distinguish between those who are committed and not committed to values?

... Guide people to assess the reality of the situation from their hierarchies of value?

... Exercise authority that is person specific?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about providing a graceful exit?

B. What do you need to continue, stop and start doing to provide a graceful exit?

Continue

Stop

Start

C. "Provide a graceful exit." For this statement to be true in managing-leading organization culture, what needs to be true in your workplace today?

## **Insight #9: Prepare for the next shift—through creation rather than reaction.**

See it before it happens.

Develop a prevention mindset and preparation approach necessary to act proactively.

Remember: Shift happens! The more you are ready, able, and willing to deal with shift, the more likely you are to reach the stated and agreed upon steps and objectives.

Manage Lead. Are you competent to:

... Offer a point of view from where you're headed?

... Develop a beneficial course of action?

... Negotiate your position in a state of shift?

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about preparing for the next shift?

B. What do you need to continue, stop and start doing to prepare for the next shift?

Continue

Stop

Start

C. “Prepare for the next shift.” For this statement to be true in managing-leading organization culture, what needs to be true in your workplace today?

## **+1 Breathe. Breathe deeply. Breathe every five seconds.**

Breathe through every interaction with confidence; all will work out to the benefit of all. Holding your breath, hoping all will turn out okay, indicates your non-commitment to success.

Critique perspectives of your work history.

Interpret new perspectives for your new work while embracing the mystery of progression over perfection.

Manage Lead. Are you competent to:

... Exhibit humility in success and courage in failure?

... Demonstrate the resilience of tenacity and persistence?

... Commit to learning and development with the help of mentors?

**Action:** Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about breathing, breathing deeply, and breathing every five seconds?

B. What do you need to continue, stop and start doing to breathe, to breathe deeply and to breathe every five seconds?

Continue

Stop

Start

C. "Breathe. Breathe deeply. Breathe every five seconds." For this statement to be true in managing-leading organization culture, what needs to be true in your workplace today?

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3 Activities to Strengthen Managing-Leading Organization Culture Using the 9+1 List

#1: Cut and pick the statements.

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips and place them in a bowl.

With your eyes closed, mix the 10 pieces of paper.

Pick one statement. Alternately, have a group/team member pick the statement.

Act upon it for the next meeting.

Repeat the process.

Suggestion: Instead of adding the action of the second statement to the first statement, use the second statement as leverage to get more out of the first one and vice versa.

For each subsequent statement, you select, use it as a lever to multiply the effect of the others.

#2: Cut and order the statements in a sequence for implementation.

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips.

Prioritize the statements with your work group or team.

Agree on prioritization.

Assign timelines for implementation.

Act on the first statement.

Repeat the process according to timelines.

Use each statement as leverage on the previous statement(s) to multiply the effect of the action(s).

#3: Expand on the verbs.

Each main statement starts with an action verb.

Choose another action verb to determine if it strengthens the meaning of the intended action.

Write additional action statements to expand on the intention of the statements listed above.

Then, repeat activities #1 and #2 with the complementary statements.

Example: Share the *story* of the imagined future.

Convey the story of the imagined future in words and feelings appropriate to staff/clients.

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- 1. Share the *story of the imagined future ... so those involved know the “big why” they are working from.*** Convey the story in ways that allow each person to see, hear, touch—make the story real somehow. Consult with them to frame the directives within the story, from which you can write steps they helped formulate. Identify the measures and bottlenecks to write a plan in their words.
- 2. Bring together vision keepers; they sustain the journey as decision makers/guides.** Manage meetings, so everyone has access to the answers to their questions, whether for themselves or for others they serve. Select people whose commitment to the journey serves as social proof of the direction, arrangement, and connections to the organization. Entertain a variety of vision keepers to keep diversity at the forefront of decision-making.
- 3. Create a sense of seriousness, urgency, and growth—now, rather than later.** Encourage people to match what they *say* with what they *do*, with you as a role model. Clarify where your feet are pointed. Schedule the work with genuine reassurances that where people are walking makes sense.
- 4. Communicate clear, simple messages continually, through multiple channels.** Coordinate access to the marketing, financial, technology and management maps. Pull back the curtain on why and how things will happen. Review what is and is not working. Resolve the problems and expand the appreciation!
- 5. Enable persons to shift their perceived hindering forces, by guiding them through mutual support.** Target mindset, connection, and arrangement delivery on the imagined future. Evaluate the reduction of concepts and practices, systems and processes that hinder people from doing great work and being the best for the organization. Work for collaborative consensus, except when command and control are the best approaches for the timeframe required.
- 6. Celebrate achievements by person and accomplishments by people, to keep people engaged in work that realizes the organization requirements and requests.** Reward and recognize individual achievements and group accomplishments. Remain diligent in supporting people in their engagement. Involve them in the ways and means to acknowledge, align, and encourage their active involvement in business rather than busy-ness.
- 7. Maintain momentum, while improving, focusing, and strengthening a shorter program/project cycle.** Participate in greater challenges yet emphasize rest to manage burnout. Facilitate authority for decision-making at points in the system to keep things moving forward without a loss of resource allocation (time, effort and money) and without contravening safe practices. Ask about what you do today: “Does it add value? Can I improve it? What do I focus on? What can I strengthen for tomorrow?”

8. Provide a graceful exit, for those who do not care to journey with you. Furnish these people with ways to find success elsewhere. Recognize them for their contributions and offer gratitude for their interest and contributions. Strengthen hospitality for those who have not arrived yet.

9. Prepare for the next shift, through creation rather than reaction. See it before it happens.

Develop a prevention mindset and preparation approach necessary to act proactively.

Remember: Shift happens! The more you are ready, able, and willing to deal with shift, the more likely you are to reach the stated and agreed upon steps and objectives.

+1 Breathe. Breathe deeply. Breathe every five seconds. Breathe through every interaction with confidence; all will work out to the benefit of all. Holding your breath, hoping all will turn out okay, indicates your non-commitment to success. Critique perspectives of your work history. Interpret new perspectives for your new work while embracing the mystery of progression over perfection.

###

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Stephen Hobbs, EdD

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